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The renaissance of passenger
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Brief to the Standing Committee on Transport and Communications, Senate of Canada, for its enquiry into the national passenger rail service provided to Canadians by VIA Rail Canada Inc.

Presented by
Pierre A.H. Franche, President
and Chief Executive Officer
VIA Rail Canada Inc.

March 31, 1984



I most firmly believe that passenger rail can again have an historic impact upon our country. But, from my vantage point, its development must always be managed like a business, with bottom-line imperatives, rather than as a social program where measurements of effectiveness are inevitably more intangible, more diffuse. I honour the national-interest imperatives in running a passenger railway for Canada. Yet I believe we will all get more satisfaction if VIA's efforts are also directed by that measurement of cost versus revenue so traditional to entrepreneurship. We will all make better decisions and deliver a better and more economic service. Our customers will be better satisfied. And satisfying our customers' travel needs — not running trains — is, finally, the business that VIA is really in.



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The renaissance of passenger rail

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President and Chief Executive Officer
VIA Rail Canada Inc.

THE renascent public interest in the importance of modernizing Canada's national passenger rail service is, of course, a welcome phenomenon to the managers of the crown corporation charged with delivering that service. It is almost as though those 30 years of disinterest and neglect are being swept away by widespread and vocal public enthusiasm from many quarters, for modernizing a system which many believe will be crucial to Canada in the decades ahead.

We at VIA know well the degree of public support the passenger rail service now enjoys, just as we know the degree of disappointment on the part of the public when VIA fails to deliver. Our attitudinal research over the past eight months has shown us clearly that Canadians want and need a modern service and are prepared to underwrite the high costs of modernization. Indeed, they may be impatient of delays.

So let us not seek to apportion blame for those years of neglect, but rather confidently chart our firm course for modernization by clearly defining the complex, interacting issues which can inhibit renewal and how they must be tackled if we are to make more than cosmetic improvements to this great national asset.

It is, however, worth briefly reviewing the climate in which we at VIA set out on this great adventure.

VIA's viewpoint

We see a corporation whose historic market has been shrinking dramatically since the competitive advent of the automobile, bus and airplane. We see an ageing, costly fleet of vehicles which has had to be expensively refurbished to extend its useful life. We see vehicles of new Canadian design coming into use, but with the inevitable breaking-in problems which almost always accompany innovation – particularly since the Canadian industry has built hardly any new trains, other than commuter coaches, since the 1950s. Innovation is, therefore, largely new to this generation of passenger railway people. We also see a complex and demanding search for a new generation of railway vehicles which will operate more quickly but economically in the circumstances of the 1990s and beyond. We see a search for considered strategies to put the bulk of our capital development where the bulk of our potential traffic is concentrated. Yet there are also imperatives which require that we consider modernizing unprofitable

services in the national interest in the less densely-populated parts of Canada.

National unity demands a measure of national balance in passenger rail investment. Our planning must be selective, yet sensitive to the national interest or our efforts could be divisive. We're even seeking to negotiate agreements with our competitors to locate in multi-modal terminals to serve the public better. We believe this will make the overall public transportation system more accessible. In seeking to attract customers away from their private cars, we need to make inter-modal exchanges as attractive as possible. We are in the travel business, sharing a right-of-way with another large and economically-important rail traffic stream – it's called freight. Freight competes for time and space on the largely single tracks we share, as it does over the communications systems of Canada's railways. We are working with the two freight railways to get the best deal for passenger traffic.

As we enter this renaissance of passenger rail in this country, appropriately enough we are closing in on the 1986 centennial of Canadian passenger rail reaching the Pacific. That historic event played a fundamental role then in welding our country together. So we face this past and these legacies as we look to the future.

Elements in the renaissance

By way of demonstrating several aspects of that renaissance, VIA is now dealing very directly with the core problem of reliability (and therefore, on-time performance) by building a \$306 million national network of maintenance centres which will undoubtedly enhance the quality of our maintenance work, improve reliability and, incidentally, reduce our costs by \$55 million a year.

VIA is now engaged in a massive program of training for all its employees, designed to enhance – in a very personal way – the service we deliver to customers. How our front-line employees behave with passengers considerably affects passengers' views of our service and their enjoyment of it.

One of VIA's key cost problems has been that it inherited staffing patterns established decades ago. Faced with the specific mandate of improving efficiency, effectiveness and economy of the passenger rail business, one of VIA's key objectives is to rejuvenate labour practices to today's standards while at the same time improve working conditions and serve the public better. The fact that many of the people in passenger rail are employed by CN and CP makes this more complex to achieve. But still they are critical to fulfilling our mandate.

VIA is now bringing into service its second order of LRC vehicles for the Québec-Windsor Corridor, to modernize that service further with new vehicles. This Canadian-designed train has experienced teething

problems, as I shall discuss a little later, but the degree of customer satisfaction with it is certainly remarkable.

VIA has now embarked on a fundamental study of its Eastern and Western Transcontinental services, with a view to charting their future and how these historic services can be modernized to serve their markets best at the lowest effective cost.

In parallel with this study, in partnership with Bombardier Inc., the maker of the LRC, and UTDC, an Ontario government-owned corporation, specializing in advanced transportation systems, we have begun the development process for the prototype of a new train designed to serve our light-density routes in Atlantic and Western Canada. This project may well also provide the core of a vehicle for re-equipping our great Transcontinental trains. If at all possible, we seek compatibility between the light-density trains and our Transcontinental trains in our future.

Finally, in 1983, VIA has at last achieved a financial turn around. Our actual demands on the government were \$93 million below budget and 1983 was the first year our demands hardly increased over the previous year. And, for the first time, we were substantially below budget. The hemorrhaging has been stopped. In fact, when all the adjustments to VIA's 1983 accounts are made—and this will only be seen in our 1984 annual report—we expect our demands on the public purse will prove to be even less.

The bottom-line and the national interest

These are some concrete examples of VIA's renaissance. They are designed to bear fruit in a national modernization plan, with a balance between serving the potentially-profitable high-density concentrations of traffic in the central Québec-Windsor Corridor and the light-density routes of Atlantic and Western Canada. As you see, we always have one eye on the bottom-line and another on the national interest. In the Central Corridor, we can envisage a profit from the operation of high-speed trains. In Atlantic and Western Canada, we are planning to supply the best possible service at the lowest possible deficit. Both imply a bottom-line approach, but the nature of the "profit" from each is evidently different.

Perhaps the most far-reaching evidence of the renaissance of passenger rail lies in the study of high-speed passenger rail in Canada we have just completed and delivered to the federal Minister of Transport. Here, we seek to catch up with such countries as France, Britain and Japan, where high-speed passenger rail is already a reality. Our three-year \$5 million study concludes that modernization of the Central Corridor (with very high-speed service between Montréal, Ottawa and Toronto and modern and improved LRC-type service from Québec to Montréal, and Toronto to Windsor) *can*, with an appropriate debt-equity ratio,

return its capital and interest and operate at a surplus. Since over half of our national passenger rail traffic potential lies in this corridor, this is an important finding from any point of view—whether that of service to customers or the bottom-line.

I shall discuss this study later in this brief. It does provide a considered and imaginative outline plan to serve at least half or more of Canadians with modern high-speed passenger rail service, which could equal the pioneering French and Japanese achievements in this area. It needs to be fleshed out with detailed engineering design and costs before a final national decision by government can be made to proceed with it.

Customer service is the key

Earlier I mentioned the key importance of customer service. Our efforts here go far beyond simply training our employees, important as that is. The whole corporation is now set upon a marketing orientation, in which the question is invariably posed: "How can we best satisfy our customers' needs?" This is the essence of marketing. A marketing-minded philosophy is now permeating the whole VIA organization and not merely VIA's marketing department. Our new equipment will be designed with the customer in mind. Our new services are based on careful customer research and consultation. A program of opinion and attitudinal research, with frequent tracking studies, tells us what our customers really think of us and our services and how they would like to see them modernized and improved. This spirit of consultation, self-examination and renewal must, in the end, be the keynote of modernizing Canada's passenger railway. We are working for the rail passenger, not for the system. That is our orientation.

We are also modernizing management and management's tools. Let me provide just one example. In its short history to date, one of VIA's core management problems has been to discern and understand its true costs, especially those charges from CN and CP which represent such a large portion of our total operating expenses. Beyond that, the challenge has been the correct allocation of these costs, so as to appraise correctly the true cost of each route and each train, its revenues and the resultant operating profit or loss. Without this valuable information, VIA management cannot be fully effective—it would be partly flying blind. We are now gaining more information (and more detailed information) from the two railways. It is being fed into a new and sophisticated computerized VIA management information system, which will soon provide a very detailed portrait of the complex operations of VIA in profit-and-loss terms, product by product.

VIA is also seeking to recover those assets of the passenger rail service which are vital to its effective operation and which were never transferred to the new

corporation when VIA was created in 1977 to operate Canada's passenger rail service. I refer, of course, to the stations through which our passengers pass to join and leave our trains. Here we are at present the tenants of the operating railways. We are now in discussion with CN, CP and Transport Canada about a plan to transfer all the key stations to VIA's control and management. It is, after all, at the stations where our passengers experience a good part of their contact with us. For customer service and cost-effectiveness alike, we find it essential to control these vital service points and manage them from *our* perspective of *our* service to *our* customers. We have plans for physical modernization to improve service there—and particularly for physically-disadvantaged and other special-needs passengers.

When I speak of the renaissance of passenger rail in Canada, therefore, it is not rhetoric. In each of the areas I have described, purposeful steps are now being taken, as matching elements in a careful, interlocking national plan, to bring Canada's passenger rail service into the 1980s and 1990s. We are thus seeking to overcome the effects of three decades of decline by planning for the twenty-first century. At the centre of the plan are the needs of our passengers. As the saying is, we are market-driven.

However, it should be apparent that these steps will not all come to fruition in the next 24 months. They cannot. A passenger railway is a large and complex institution, particularly when it shares its tracks with large volumes of freight traffic. These initiatives, which have varying deadlines, almost all require years to plan and implement—in some cases, as much as a decade. It is reasonable that they be fitted into an integrated, nation-wide passenger transportation system. We feel passenger rail has a vital, modern role to play in such a system. But action is required now, because of long lead-times.

Special-interest group enthusiasm

VIA welcomes the growing public interest in the passenger rail service, and in particular, the enthusiasm of certain special-interest groups, who are so strongly advocating modernization of passenger rail in this country. However, certainly we (and perhaps they) would be doing the nation a grave disservice if we were to put it about that there are simple "quick-fixes" to our problems or that simply throwing money at our problems alone will solve them.

To be a *realistic* enthusiast for passenger rail, one must also understand the extraordinary complexities of operating and modernizing a long-neglected system which has for many years been dominated by the imperatives of freight rail. One must also appreciate that VIA is in the travel business—not in the business of running trains. There is a key difference of both outlook

and emphasis here. One must also realize that while passenger rail clearly deserves the track priority, one cannot totally disrupt the freight rail service which is so important to Canadian economic life and Canadian exports. Freight and passenger rail must neatly fit together as they share the infrastructure efficiently. That is much easier said than done, by the way.

Enthusiasts for passenger rail very properly demand new vehicles to modernize our service, but they often become impatient with the necessity of long development and testing periods. My recent experience has convinced me beyond any doubt that Canada cannot rush new rail vehicles into revenue service without a proper research and development investment, unless it wishes to face high costs and considerable customer disappointment at the outset. So, much as I welcome this enthusiastic support from such groups, I hope it will always be tempered by realism, knowledge and understanding that there is a price to be paid—in time as well as money—for modernizing passenger rail properly. I, for one, am simply not prepared to raise public expectations and then face the wrath of both the public and such interest groups if we fail to deliver the goods.

VIA's two imperatives

Another important area of misunderstanding needs to be set straight. VIA has two imperatives and often they are not in parallel and may actually seem to conflict. As a commercial crown corporation, we are rightly expected to manage on a bottom-line basis—that is, towards a profit. Certainly the concern over our deficit underlines this imperative clearly. At the same time, however, we are expected to manage services in the national interest—such as the Eastern and Western Transcontinentals, the light-density services and the remote services—which will almost certainly never be profitable. The "profit" here lies in serving the public interest well—economically and effectively.

For example, in 1983, the Eastern and Western Transcons lost about \$195 million with a loss per-passenger-mile of 40 cents. The light-density services lost \$63 million (or almost 50 cents per-passenger-mile). And the remote services ran up losses of \$55 million, with a per-passenger-mile loss of 96 cents. Only the Québec-Windsor Corridor (with a loss of about \$156 million) came anywhere close to being profitable, with a 22 cents per-passenger-mile loss—the lowest in the VIA system.

I am certainly not suggesting that these three national-interest services should be abandoned. Far from it. I am simply pointing out that the government requires VIA to run these services in the national interest and pays us a subsidy to cover their respective deficits. Our obligation as managers is clearly to man-

age them better, with the lowest possible deficit and the smallest demand on the public purse.

As a properly-managed corporation, then, VIA has an inescapable commitment to maximize the quality of service and minimize these deficits. This is the bottom-line approach. But rarely do I hear some of the enthusiasts for passenger rail discuss the bottom-line impact of their proposals on VIA's overall deficit. They talk of improved service or new equipment, which is all very well. But they hardly ever mention increased losses which may be implicit in these improvements. Realism is needed here, too.

As Canadians, we simply have to face the true costs of running a modern passenger rail service in this huge country of ours, strung out as we are over thousands of miles, with a relatively small population, amid our deep winters. The lighter the density of traffic on a route, the more money it will lose and those losses would be increased further by improvements to equipment, infrastructure or service frequency. This is not to argue against such improvements, but rather to insist that we will need to face economic reality in discussing them.

As VIA makes further strides into modernizing and mechanizing railway accounting, we will have accurate cost, revenue and profit-and-loss figures for each of our routes and the trains on them. We will also be able to predict accurately the cost of proposed trains, or other service changes. It is at that point the proponents of service changes will be able to see for themselves the real price of actual or proposed national-interest activities, as will the government. Once again, let me emphasize that I am not arguing that VIA should drop or freeze all its national-interest routes. Certainly not. I am merely suggesting that our enthusiasm for expanding service must be tempered by economic reality — we call it the bottom-line. Then we will all be able to judge better whether annual subsidies of hundreds of dollars per passenger are really "worth it" — in whatever terms we choose to measure this. We simply must keep score, for without that important and continuing insight into reality, VIA's deficit could just blossom and blossom and blossom. In my view, this is not acceptable — it is just not good business.

Some major issues at VIA

I would now like to deal, in some detail, with major issues affecting VIA, which are to some extent outside our control, or which need the support of Parliament and the government to make real progress.

Few will question that VIA needs its own legislative mandate to define its objectives clearly. If Parliament were to enact a VIA Rail Act, it could give the corporation a clear guiding purpose which up till now, it has had to develop from directives from government and from its own experience. In the debate over such a

piece of legislation, Parliament and the country would have the opportunity to understand and comment on the great issues which VIA is confronting. A national debate and a consultative process would be healthy and constructive. Meanwhile enquiries such as this by the Senate can prove most useful in bringing to light both the facts and the fancies of passenger rail. Above all, we need to hear from the passenger — the customer our service is designed to satisfy.

This Committee may be interested to hear how we at VIA have sought to define our mandate in the absence of a VIA Rail Act. We have, in effect, defined the strategic issues — the important problems and opportunities — facing us.

We see as our main challenges...

- ...providing sound management, thus ensuring that VIA's funds are expended economically and efficiently, on value-for-money principles.
- ...providing quality service across the country.
- ...undertaking the rapid modernization of the passenger rail service.
- ...redefining VIA's legal and contractual framework to give the Corporation the authority to carry out its responsibilities for the passenger rail service.

Strategies to meet challenges

Our strategies are being developed to meet these issues and to fulfill our mission. Satisfying customer needs is at the core of all of these.

Our relationships with the two operating railways, CN and CP, are absolutely critical both to any significant improvement in VIA's financial results and its service to customers. However, there has been a certain lack of understanding over the inevitable differences in opinion between the three railways, amicable and highly professional as they have been.

CN and CP are two of the largest, most capable and most advanced railways in the world, at the leading-edge of innovation in freight rail over long distances and in a difficult climate and notably in the carriage of resource commodities. As Canadians, we can be proud of our two great railways. However, their imperatives and VIA's are quite different. The only real similarity between us is our respective bottom-lines. Like VIA, CN and CP presumably both strive to maximize profit, from their infrastructures, their vehicles, their people. But our objectives can clearly conflict when they concentrate on freight and we concentrate on carrying passengers. Ideally, they would perhaps naturally want to put the passage of passenger trains over their rails second to freight, which is their principal profit-centre from rail.

As you know, much more than half of VIA's operating expenses stem from charges by the operating railways — for use of tracks, signalling systems, provision of engineers, conductors and trainmen and vehicle

maintenance charges. (In 1983, we will have paid the railways \$380 million out of our total operating expenses of \$638 millions.) It is, again ideally, in the interest of CN and CP to charge VIA as much as possible for their services to the national passenger rail system, with as large as possible a segment of their overall overheads also charged to those services they provide to us. For them, this is simply good business. But it may not be entirely such good business for VIA...

Rather, it is in the interest of VIA and its shareholders to hold down CP and CN charges to a realistic level, with only the smallest possible degree of unavoidable overhead charged to us and so, in turn, to the rail passenger. That's the other side of the coin.

Both sides in this equation are quite properly seeking to maximize their bottom-lines and, in principle, what could be more entrepreneurially sound?

VIA's problem, of course, is that for many of the services the railways provide to us there simply is no other supplier to balance the debate and offer an alternative. There is no competition. Therefore, VIA needs to persuade, to negotiate, to calculate and, yes, to argue, in the effort to obtain better cost information from the railways and based on that, to negotiate more favourable charges. This effort is making progress.

But it is surely more than a matter of argument, amicable though this is. Both parties – VIA and the operating railways – have to operate more efficiently, so that the cost of doing business with each other is, in fact, reduced. If VIA becomes, in many senses, a better customer, the railways can deal with us more efficiently and at less cost. If they operate more efficiently, their costs will be lower. If we plan for productivity together, greater productivity will reduce our mutual costs and so their charges to us. And means to share the productivity gains could be found.

This, of course, is just what is happening. A series of joint productivity task forces from the three companies is examining a variety of phases of our joint operations and savings are already being realized from better, closer operation and co-operation. This is a most welcome development.

Sharing the tracks

A key area of difference of opinion, if you want to call it that, is the sharing of tracks between freight and the passenger service. The operating railways' imperative is obviously to move freight as efficiently and at the lowest cost possible. On the face of it, they do not yet have a true bottom-line incentive to move passenger trains as efficiently as possible. Why? Theoretically, their costs for doing so will be met by VIA, no matter what they are, under the terms of the Canadian Transport Commission's Costing Order R-6313. However, there are now in force on-time performance incentives

for key services which *do* somewhat encourage the railways to give us better service.

The fact is, however, that there are inherent difficulties in moving long, slow, heavy freight trains at 60 mph efficiently over the same tracks as passenger trains at 95 mph (or even 125 mph, which is the theoretical rated speed of the LRC in ideal conditions).

A good deal of the total Canadian rail infrastructure and signalling system is single track and is designed more for freight than for passenger service. Sidings used when trains "meet" are often too short for today's long freights. So it is often the passenger train which has to take "the hole" – the term used for a siding in the industry. In territory controlled by automatic signals, passenger and freight trains are dispatched so as to minimize total delays. However, since passenger and freight trains co-exist on the same track, it is inevitable that priority cannot always go to passenger trains.

A welcome change-of-mind

VIA is already paying for track and other improvements designed to speed passenger trains, but even track improvement and maintenance can be a problem if they are not carefully scheduled to meet the needs of the passenger service and so delay our trains. This summer, we shall see some delays in the Québec-Windsor Corridor because of work programs. However, scheduling of work is now being refined with greater precision. We are seeing a welcome change of mind about the importance of the passenger rail service.

Having said all this, let me state my view that a large measure of track dedicated solely to the passenger service is simply beyond Canada's purse, except in the proposed very high-speed corridor between Montréal, Ottawa and Toronto, where our studies demonstrate such an investment would be economic.

The future simply must lie largely in innovative improvements in the use of shared track which benefit from the very closest of co-operation between the freight railways and the passenger service, designed to enhance speed and comfort of passenger trains at an affordable cost. Speed and comfort improvements *can* win VIA more revenue from more passengers, but dedicated track needs very high densities of traffic indeed to pay its way.

I am very encouraged by the progress VIA is making in its discussions with the two freight railways and I am optimistic that some speed and comfort improvements can be made without inordinate cost. However, these improvements will take time to discuss, to negotiate and to install. You simply cannot radically change the operation of this very large, multi-faceted and complex mechanism overnight.

Improvement in the costs and the use the passenger service makes of the two railways' assets and

services is really at the heart of the current negotiations over the operating agreements which link us. Here again, I am optimistic that we will reach better terms and conditions which will not merely lower VIA's costs — important though that is — but actually provide our passengers with better service, also. An over-riding objective, whether it is the ownership and management of stations, the management of our new maintenance facilities or our basic relationship with the two railways, is the cardinal principle that VIA must be master in its own house. For VIA management to be fully accountable to its board of directors and shareholders, we must be free to manage our bottom-line. If many of the key operations of our railway are in the hands of others, we cannot control cost, efficiency or performance and thus we cannot wholly control our bottom-line. Divided accountability is not appropriate. To best serve our passengers, VIA must be in the driver's seat.

Equipment concerns

Equipment is another major concern at VIA and I would like to give you our perspective on it. It is true that much of our equipment is 30 years old and some of it — like that of the Transcontinental trains — has difficulty in performing in extremely severe weather conditions. Its exposed steam pipes freeze at low temperatures as they have done for many years, often causing serious delays. One possibility is to convert the heating system of the Transcon equipment from steam to electricity and this is now being studied. However, I should note that we estimate that the program of electrification for the Eastern Transcontinental alone could cost in the order of \$75 million. This is a very considerable sum to be amortized over perhaps 15 years until new equipment can be developed, tested and put in revenue service to replace it. But it may still prove economical.

Almost all our equipment has been refurbished completely. However, it *is* old and still subject to the predictable vagaries of old equipment. As I have indicated, our new network of maintenance centres will greatly improve both the reliability and the operating cost of this equipment, but that won't make it new equipment. Replacement is one of the objectives of our prototype train program, which is designed to produce new vehicles for our light-density and transcontinental services in Western and Atlantic Canada. But we are absolutely determined to plan for a thorough development and testing period before placing new vehicles and motive power in revenue service. Hasty, premature use of insufficiently tested equipment is both costly and disappointing to the public. This would not be a good approach and VIA's credibility could not withstand it.

In the Central Corridor, we are purposefully working through the teething problems of the LRC, which has the promise of becoming a really fine train when it is finally de-bugged. The present generation of LRC

vehicles did not, in fact, spend a great deal of time being tested before they went into revenue service. Because the prototype LRC (called JVC 001) was running as far back as 1972, people tend to assume that the test findings are entirely applicable to today's LRC. In fact, there has been considerable change and evolution between that early prototype of 12 years ago and today's VIA second-order LRC coaches now coming off the Bombardier production line at La Pocatière, Québec, and locomotives from Montréal. Even those forerunner LRCs, which were leased to our counterpart railway, Amtrak, in the United States, differ considerably from today's VIA LRCs. The two styles of coaches have only 30 per cent in common, for example. (The Amtrak LRC locomotives and our own are about 90 per cent comparable, however.)

With that long stretch of time between 1968 — the date of the decision to develop that high-speed intercity passenger train — and today, it is not surprising that people forget that our VIA LRCs have only been in scheduled service for 23 months. Since we have to some extent been testing them in revenue service, it is hardly surprising either that this sophisticated Canadian train has exhibited some "bugs" to be eliminated in those early months of operation. The early months of use are exactly when you expect the bugs to appear in any new system.

Moreover, during the same period, we have been evolving highly innovative maintenance practices at our new interim maintenance facility in Montréal. These are leading, with experience, to the design of our national network of new maintenance centres and the development of special maintenance schedules, methods and tools (again based on service experience). Some of these are designed from scratch, specifically for the LRC. They will undoubtedly improve the train's performance. But we still have a way to go.

Amtrak's view of the LRC

In collaboration between CN, our maintenance contractor, the LRC's manufacturers and ourselves, modifications have been prepared and are being installed to meet the "bugs" the LRC has developed in service. Again, such developments are quite normally a part of any newly-engineered system, let alone any new train. Our friends at Amtrak, by the way, in their evaluation report of May 1982 on their version of the LRC train, had this to say:

"...all new equipment goes through a period of start-up service problems and modifications. The LRC train is no exception, and it does not appear that the problems are any more extensive than other equipment received by Amtrak in the last 10 years." That's the view of an experienced user on the LRC.

To the uninitiated, however, the performance of the LRC may seem unsatisfactory or disappointing,

whereas, as I have said, new innovation brings with it the concomitant of service modifications to resolve problems discovered in service. That is what we are seeing now and remedies are being put in place.

There is another aspect, upon which I should like to dwell with frankness. With the exception of small orders of Tempo and Turbo equipment in the sixties, Canada has not ordered new passenger rail equipment, other than commuter equipment, for 30 years and even then much of that was actually built in the United States, not Canada.

An innovative Canadian train

So in the LRC we are witnessing the development of a Canadian-designed, engineered and manufactured product, which itself has been part of a learning curve for those who make it, maintain it and operate it. It did not attract the level of research and development investment which many countries have put into their new fast trains. Yet it remains an innovative train, with many new principles and features. One could easily argue that our teething troubles today are somewhat the price of innovating in Canada and providing employment in Canada without large research and development costs. I, for one, believe that the price of buying Canadian is well worth paying. If we were to insist on buying off the shelf from outside Canada, we would never acquire our own development, design and manufacturing skills, to be applied to our peculiarly Canadian railway operating conditions, in our extraordinary climate. We would be totally dependent on foreign-owned coach builders – as is the U.S. railway industry at this moment, by the way. I therefore believe that we have a real stake in developing and encouraging a Canadian passenger railway supply industry.

I would want to use substantially the same approach in developing vehicles for very high-speed rail use in the Québec-Windsor Corridor when we approach that question. It is true that the Japanese and the French have developed large reservoirs of tested technology in very high-speed electric trains, as well as in infrastructure and signalling systems. But neither country has our climate, nor – for that matter – our vast experience in electrical power transmission. So Canadian know-how is of key importance. We might hope to see the award-winning Canadian LRC coach adapted to very high-speed operation, for example.

I would not expect to re-invent the wheel, but rather take into full account French and Japanese experience in building and operating very high-speed electric trains and their infrastructures. Indeed, we have already done this in completing the VIA feasibility study for high-speed passenger rail in the Québec-Windsor Corridor. The consulting arms of three national railways – of Britain, France and Japan – were partners with their counterparts from CN, CP and VIA

and other Canadian firms in developing our findings. Their skills and knowledge were blended with ours. This just makes good business sense.

I want to be sure that Canada develops the capability for evolving, adapting and building those electric trains, not merely to reinforce our domestic railway supply industry for our own selfish VIA reasons, but also, perhaps, to equip it for exporting its new knowledge and skills. The Canadian market cannot be sufficient alone to sustain the healthy native railway manufacturing industry we at VIA need. We therefore have an obligation, within the parameters of prudent business and the bottom-line, to help Canada develop an export capability here. That is why a Canadian group of companies, managed by VIA, is developing the prototype train for our light-density routes, for example.

It is in this context that we must weigh the development costs of the LRC trains and the Canadian trains that should come after them. On balance, I believe the facts will favour the “Buy Canadian” approach here, as elsewhere.

When VIA’s re-equipment program is completed, then, I would expect to see four broad groupings of passenger rail vehicles and motive power in service across the land.

For the intercity and remote services in Western and Atlantic Canada, I would expect to see a Canadian-designed and manufactured train, with a number of variations in coaches, to accommodate the particular needs of those light-density services. These will evolve from our present prototype program.

For the Eastern and Western Transcontinentals, I would hope to see a variation of that basic prototype train, tailored to the specific needs of those services.

In the Québec-Windsor Corridor, where we find so much of our present and potential traffic, I would expect to see LRCs running outside the Montréal-Ottawa-Toronto spine, with very high-speed electric trains, on dedicated tracks on that very high-density spine. As I mentioned, we might see an adaptation of LRC coaches running on the spine, tailored to this new use.

Four approaches to VIA’s needs

These four groupings of equipment would all have been developed in Canada, manufactured in Canada, to meet Canadian needs and the uniquely rigorous challenges of operating a railway in the Canadian winter. They would, in short, be largely purpose-built, rather than simply adopted *holus-bolus* from someone else’s designs. Their development and construction, together with the specific infrastructure and signalling systems suitable for modern passenger rail service in Canada, will provide much employment for Canadians, plus the potential for exporting our skills and our experience. It

must always be remembered that most of the great passenger railways of the world generally do not have our distances or climatic extremes to cope with – we are evidently expert at that. For this reason alone, we need Canadian solutions to Canadian problems.

I want to spend a few moments on our high-speed rail investigations in the Québec-Windsor Corridor, for our recent work there is undoubtedly one of the most comprehensive studies ever made of any aspect of the passenger railway system in Canada. In it, as I have said, we had the very considerable expertise of France, Britain and Japan at our disposal to add to the great knowledge and experience of our own Canadian railway companies.

We examined five options in the study and then developed a sixth, or “combination” option, based on the best economic return that could be projected. The basis of this combination option is that 300 km/h service cannot be economically justified throughout the Québec-Windsor Corridor. Therefore, we selected LRC service in the two Corridor flanks (Québec to Montréal and Toronto to Windsor), with very high-speed electric service, on dedicated tracks, between Montréal, Ottawa and Toronto.

This combination option, we have concluded, could return its capital at interest and also operate at a surplus. It has been many years since any passenger railway project in Canada has been able to put forward profitable forecasts for a new service. None of us can probably remember the last occasion!

The path to profit: volume

The reason we can project a profit is, of course, that we will be able to handle a very large number of passengers at higher fares and lower costs. The high-speed link is forecasted to attract large numbers of passengers. Passenger rail needs these large numbers of passengers to be profitable. Electrification would provide us with lower costs, compared with diesel operation, although you pay for that in the capital cost of infrastructure. Our forecasts show long trains and high frequency would help amortize the capital. And we'll use fewer train sets because of their high utilization in frequent and high-speed service. We can price ourselves better because our service will be better. That's why we can foresee a profit from a transportation mode which has long been without profit.

We forecast that by 1994, the first year of operation, the very high-speed line would carry over 7 million riders – more than VIA carried nationally altogether in 1983 – and this number would almost double to nearly 14 million by the year 2018. (In 1983 the Central Corridor carried somewhat over 2 million passengers.)

We estimate that the operating profit in that first full year of 1994 would amount to about \$73 million

and grow to more than \$200 million by the year 2018. (In 1983, the Central Corridor will have shown a loss of over \$155 million.)

Our studies were backed by one of the most comprehensive and rigorous transportation market analyses ever performed in Canada. We were aided by a well-tested, multi-stage, behaviourally-based demand model, which was calibrated from our Canadian consumer preference data, derived from our market surveys amongst 3,000 people. This data was used to prepare market-specific demand forecasts. These showed that VIA could obtain the best market penetration on the Montréal-Ottawa-Toronto route, drawing extensive ridership from the private automobile and the airplane.

Journey times will attract traffic

Journey times would fall dramatically. Montréal-Ottawa would drop to an hour. Ottawa to Toronto would come within reach of two hours and ten minutes. Montréal to Toronto would become a highly competitive three hours and ten minutes.

These fast journey times and a frequency of 14 trains a day on that central spine would, we believe, prove very attractive to almost every kind of traveller. VIA would become very competitive.

It's an exciting project indeed, our high-speed rail corridor, particularly because it will be within reach of more than half of our potential passengers, plus those in Atlantic and Western Canada who often travel to and within Central Canada. You could argue that this is the economic heartland of a modernized passenger rail system for our country. It also has the virtue of being able to pay back its capital investment and operate at a surplus – usually regarded as a key measure of efficiency and effectiveness. And its unfavourable impact on our environment is minimal.

Sufficient to support high-speed

Contrary to some thinking, VIA believes the population of Central Canada is sufficient to support a very high-speed rail line. Even if it does not have the population densities of Japan, it is still in the ballpark of the Paris-Lyons Train à grande vitesse in France, which is making money.

In addition to bringing the two extremities of the corridor, Québec and Windsor, closer together, we are adding Ottawa, the national capital, to the attractive power of our two major population centres, Montréal and Toronto. The total package will therefore serve about 13 million Canadians or about half our population. This is about the same as the immediate catchment area of the Paris-Lyons high-speed TGV line in France, which is already a financial success.

I believe this approach will provide VIA with a sound core of modern customer service as well as a firm

financial base from which to grow both in market penetration and service to its public.

I believe that VIA's future lies considerably (but by no means entirely) in the Québec-Windsor Corridor, for passenger rail is indeed a mass-transit mode and that is where the mass of our potential riders live. High-speed passenger rail is a true mass-transit solution.

What is needed now is to set a national priority for passenger rail in Canada. According to Transport Canada, between 1969 and 1979, we spent well over \$30 billion in building and improving our highway infrastructure until we have one of the best road systems in the world. In the same 10 years, even aviation has attracted over \$5 billion for Canada's airports and all the complicated infrastructure that aviation requires. During the same decade, by contrast, very little capital was invested in passenger rail. Our mode lay largely fallow. Now it is surely time to address the neglected resource of passenger rail transportation that when modernized, can take us economically and effectively into the twenty-first century, with a reduced dependence on fossil fuel, at costs which will fit the pocketbooks of most Canadians. This is why I speak of a renaissance in passenger rail.

An integrated national system

To make the decision about such a national priority, we must see it in the context of what the Minister of Transport has called an integrated nationwide passenger transportation system. We must first measure the service to passengers and the return on our national capital that each mode of transportation can provide in the future, in the changing conditions we will face. How will the passenger be best served? We have to balance the bottom-line against national-interest considerations. We at VIA will undoubtedly have to receive subsidies from government to run those national-interest services at the least cost for the best value. But value for money should always be the order of the day – on every VIA service, profitable or not.

*Additional copies of this brief are available from
Public Affairs, VIA Rail Canada Inc.,
Montréal, Canada H3A 2N4*

Indeed, value for money should be the watchword of the integrated, nation-wide passenger transportation system as a whole, not just for passenger rail.

As a key part of this integrated national system, passenger rail needs a new charter, with a national consensus. By that, I mean much more than just a VIA Rail Act. We need a national change of mind about passenger rail. We already have the evidence that the public wants an improved passenger rail system. The public wants us to modernize. Public use will increase with modernization, as passenger rail becomes more competitive with other modes. We are, of course, taking dead aim at the private car, as the main form of transportation today. When we look elsewhere in the world, we see countries which have already modernized their passenger rail systems, some of them with very high-speed rail. Canada cannot afford to fall further behind. Surely passenger rail cannot be seen as a partisan issue, since the majority of Canadians already agree that it has a place in modern Canada and should be revitalized. It is a question of how and when.

Passenger rail can again produce in Canada a new National Dream. Nearly 100 years ago, the Great Railway to the Pacific both opened up our country and bound it together with a ribbon of steel. In the 1980s and 1990s and into the twenty-first century, passenger rail can play a pivotal role in Canadian life, contributing both to a better society and national unity alike with modern transportation.

I most firmly believe that passenger rail can again have an historic impact upon our country. But, from my vantage point, its development must always be managed like a business, with bottom-line imperatives, rather than as a social program where measurements of effectiveness are inevitably more intangible, more diffuse. I honour the national-interest imperatives in running a passenger railway for Canada. Yet I believe we will all get more satisfaction if VIA's efforts are also directed by that measurement of cost versus revenue so traditional to entrepreneurship. We will all make better decisions and deliver a better and more economic service. Our customers will be better satisfied. And satisfying our customers' travel needs – not running trains – is, finally, the business that VIA is really in.



Les trains de voyageurs peuvent encore susciter au Canada un nouveau rêve national. Pres de 100 ans passés, le grand chemin de fer vers le Pacifique ouvert à la fois le pays et le réunit grâce à son réseau d'acier. Dans les années 1980-1990, il jusqu'à un vingtième siècle, les chemins de fer voyageurs peuvent souffrir un véritable déclin dans la vie du Canada et contribuer tant à la débâcle que à une meilleure société qu'à la mise en valeur de l'unité nationale.

Mais, à mon point de vue, leur développement devra toujours se faire sur une base d'affaires et leur complète消失に至る。しかし、彼らはまだ多くの人々の心に残っています。彼らの歴史は、カナダの発展と密接に結びついています。彼らが運んでいた物資は、農業生産や工業生産を支えていました。彼らの運転手たる彼らの技術と経験は、多くの人々の人生に影響を与えてきました。彼らの歴史は、カナダの歴史そのものであり、彼らの影響は、今もなお人々の心に残っています。

et qu'ils doivent être modernisés. La question est de savoir comment et quand cette modernisation doit s'effectuer.

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pour l'argent devrait être le mot d'ordre de tout le système voyageurs national intégré, et non seulement du seul voyageur.

Ce sont nous avions maintenu mais, c'est d'établir une priorité nationale pour les chemins de fer voyageurs au Canada. D'après Sports Canada, entre 1969 et 1979 nous avons dépensé plus de 30 milliards de dollars pour l'aménagement et l'amélioration de l'infrastructure de notre réseau routier, jusqu'à ce que ce dernier devienne l'un des meilleurs au monde. Pendant cette même période de 10 ans, plus de cinq milliards ont été consacrés à l'aménagement de nouveaux aéroports au Canada et à l'infrastructure complexe que nécessite l'aviation. Et durant cette même décennie, par ailleurs, il y a eu pratiquement autant d'investissement dans l'industrie automobile que dans l'industrie aéronautique. Il est assurément temps de rappeler que le rôle du transport des voyageurs est de faciliter l'accès à l'ensemble des services et des biens. Voilà pourquoi je parle de la Renaissance du Canada.

Vers un système de transport intégré

financier. Les crois que cette approche fournit à VIA un solide noyau de services à la clientèle, et une bonne base financière à partir de laquelle la Société pourra poursuivre sa participation des marchés et diversifier et multiplier ses services à ses différents publics.

Les crois que VIA réside pour une bonne part (mais en aucune façon extrême) dans le corridor Québec-Windsor, car le transport des voyageurs par chemin de fer est véritablement un moyen de trans- port la masse des utilisateurs potentiels des services ferroviaires.

du TGV Paris-Lyon en France, lequel est déjà un succès

ble.

The corridor Quebec-Windsor

Nous estimons que ces durées de parcours réduites et des fréquences de 14 trains par jour sur cet axe central exacerberaient un phénomène attractif sur toutes les catégories de voyageurs. VIA deviendrait très concurrentielle.

La durée des parcours diminuerait radicalement. Montréal-Ottawa se ferait en une heure, Ottawa-Toronto pourrait se faire en près de deux heures, tandis que L'on couvrirait la distance entre Montréal et Toronto en un temps tout à fait concordant avec les trois heures déjà en cours.

Nous estimons que le bénéfice d'exploitation réalisée au cours de la première année complète d'exploitation en 1994 atteindrait environ 73 millions de dollars et s'élèverait à plus de 200 millions en 2018. En 1983, on émergeait un déficit de plus de 155 millions de dollars dans le corridor central.

Le xplication d'un profit événuel, évènement, est due nous pourrons accommoder un nombre considérable de voyageurs avec une augmentation des barrières et une diminution des coûts. Celle liaison a grande valeur pour l'infrastructure. Nos analyses laissent prévoir que de longs trains à grande fréquence aideraient à amortir les capitaux. Et il nous faudra moins de temps par suite de leur plus grande utilisation dans un service rapide et fréquent. Nous pourrons exiger de nos services rennables depuis des années.

Un service prometteur et fiable

gence de La France, de la Grande-Bretagne et du Japon, que nous avons assouvie à notre propre comédie des chemins de fer considérable et à notre expérience des chemins de fer

L'étude sur les trains à grande vitesse

Sur les régions éloignées de L'ouest et des provinces de l'Atlantique, je vois un taux de construction canadien-nes, avec une variété de voitures, afin de répondre aux besoins particuliers de ces services à faible volume de traffic. Ces trains servent consus dans le cadre de notre programme actuel sur le développement d'un prototype. Sur les parcours des liaisons transcontinentales de base, développé en fonction des besoins spécifiques de l'est de l'ouest, je vois un modèle derive de ce train de type.

la balance, les traits préchent en faveur de l'approche qui vaut que l'on achète au Canada le matériel dont on a besoin.

Le développement des trains RIC a été créé pour délivrer une valeur de cout du développement des trains RIC qui met tous les éléments dans le but de servir la suite. Quant à la météo, elle devrait être utilisée pour délivrer une valeur de cout du développement des trains RIC qui met tous les éléments dans le but de servir la suite.

Si aménas que le Canada développe sa capacité de commerce, il adaptera et de constituer des trains électriques, non pas pour renforcer son industrie ferroviaire nationale à des fins purement égoïstes, mais aussi pour les nouvelles commandes de technologies. Le marché canadien peut faire partie d'une solution à l'industrie de la construction ferroviaire dont VIA a besoin. Nous sommes donc tenus, dans les paramètres d'une conduite prudente des affaires, et tout en sauvegardant les résultats financiers concrets de l'opération, d'aider le Canada à développer sa capacité d'exportation. C'est pourquoi, par exemple, un groupe de sociétés canadiennes dirige par VIA, développe un train pro-

Le rajeulement de VIA

Le besoin d'innover au Canada

des deux chemins de fer, est vraiment au centre des négociations en cours quant aux ententes d'exploitation qui nous lient actuellement. Encore une fois, je suis optimiste et je crois que nous obtenons de meilleures conditions qui n'autont pas seulement pour effet de réduire nos coûts — même si c'est un aspect très important de la gestion des gares, qu'il s'agisse de la propriété mentale ou de la propriété des installations de maintenance — mais aussi de fournir à nos voyageurs — et de la dépendance de nos nouvelles installations de maintenance — une meilleure qualité de service.

Le deuxième point est d'essai à variant de mètre en service et le mètre qui remorque le remorqueur de la compagnie et permet de faire un meilleur usage du train dans le corridor central, nous nous attaquons avec détermination aux problèmes de premier voyageur qui promet d'être un excellent train une fois installé dans la propriété de VIA. Dès lors, nous nous attaquons avec détermination au problème de premier voyageur qui remorque le remorqueur de la compagnie et permet de faire un meilleur usage du train dans le corridor central.

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page six

Des négociations harmonieuses

Une comptabilité par service

Comme toute société bien administrée, VIA a l'obligation ferme de maximiser la qualité de ses services à des intérêts des propriétaires. La gestion en fonction des résultats concrets. Mais je n'entends pas souhaiter les enthousiasmes des chemins de fer partiel de l'Impact de leurs propositions sur le défi global de VIA. Ils partent d'une meilleure le service, ce qui est très bien, mais presque jamais du défi qui due cela pourra être rempli. La encore, un peu de réalisme est nécessaire et de bons résultats sont des résultats modestes dans ce pays, où une population relativement peu nombreuse est partagée sur des milliers de kilomètres avec des hivers rigoureux. Plus le volume de trafic est faible sur un parcours donné, plus ce parcours sera déficitaire, et ce déficit augmentera encore si l'autoroute apporte des améliorations au matériel, à l'infrastructure ou à la fréquence des services. Ceci n'est pas une critique de ces améliorations, mais plutôt un plaidoyer en faveur du réalisme économique.

de 96 cents par voyageur-mille. Seules les services du conducteur Québec-Windsor (avec un défrichin d'à peu près 156 millions de dollars), se sont approchés de la rentabilité avec des octrois de 22 cents par voyageur-mille, les plus bas du réseau.

Les deux impératifs de VIA

faut aussi comprendre les éléments les plus complexes de l'exploitation et de la modernisation d'un réseau de lignes pendulaires longtemps et qui a été durant de nombreux années domine par les impératifs du trafic maritime. Pour certains portent le réel voyageurs, il faut aussi comprendre les éléments pour le réel voyageurs, il

VIA se réfère à des services favorisés voyageurs, et notamment de l'enthousiasme de certains groupes de citoyens qui favorisent avec beaucoup de enthousiasme de certains groupes de modérisation de ces services. Toutefois, nous devrions ces groupes à notre pays si nous devons un bien mauvais service à notre pays si nous pensons qu'il existe des solutions simples et rapides à nos problèmes ou que le seul fait d'y engager de l'effort pour résoudre.

L'enthousiasme des groupes de pression

Il devrait étre assé évident toutes fois que ces me-
sures ne pourront pas tous leurs fruits diti les 24
prochains mois. C'est impossible. Un chemin de fer
voyageurs est un organisme complexe, particulier-
ment quand il partage ses voies ferrées avec un traffic
intense de marchandises. Ces mesures, dont les
échéances varient considérablement parfois, exigent
presque toutes plusieurs années de planification et de
mise en oeuvre — dans certains cas jusqu'à une dizaine
d'années. Il est raisonnable d'elles soient intégrées
dans un système de transport voyageurs à l'échelle
nationale. Nous estimons que le rail voyageurs a ici un
rôle essentiel à jouer.

C'est pourtant quand je parle d'une renaissance des services de transport que je parle d'une renaissance des services de transport. Dans chacun des domaines fait pas de figure de style. Dans les domaines que j'ai décrits, des mesures concrètes sont prises accueilllement en tant qu'éléments significatifs d'un plan national visant à moyen les services ferroviaires voyagEURS du Canada dans les années 80 et 90. Nous nous efforçons de surmonter tous les défauts de la planification pour le vingt-et-unième siècle. Au cours de cette planification on trouve les besoins de nos voyagEURS. Comme on dit, nous sommes offreNts vers la modernité.

avec le CN, le CP et Transports Canada pour que le contôle et la gestion des gares-clés du réseau soient confiées à VIA. C'est après tout dans les gares que les voyageurs établissent une bonne relation avec nous. Pour des raisons de commodité pour les voyageurs et de rentabilité, nous estimons qu'il est essentiel que nous continuions ces points de service viaux et que nous assumions la gestion du point de vue que nous jugons adequat, pour les services que nous voulons offrir à nos clients. Nous avons des plans de modernisation des trains à Amherst et dans les gares, notamment en ce qu'il y a trait aux services aux voyageurs handicapés et à ceux qui aurait des besoins spéciaux.

Des mesures bonnes à long terme

La mentionne plus fait l'importance de la sécurité en arriver à une décision nationale définitive.

Priorité des services à la clientèle

La preuve peut-être la plus riche de possibilités de cette renaisance réside dans l'étude que nous venons de terminer sur les trains de voyages à grande vitesse et que nous venons de soumettre au ministre fédéral des Transports. Dans ce domaine, il s'agit de rattacher des pays comme la France, l'Allemagne et le Japon, qui ont les trains de grande vitesse sortis de la réalité. L'ensemble de trois ans coûte 5 millions de dollars et ces contributions sont les suivantes: la modération du coût d'exploitation (avec la mise en service de trains à très grande vitesse entre Montréal, Ottawa et Toronto d'une part, et de trains modernes de grande vitesse approvées de type RDC de Québec à Montréal et de Toronto à Windsor d'autre part) avec un rapport coût/avaleur approprié pour faire ses frais d'immobilisations et d'entretiens et même de notre trafic voyageurs national se trouve dans ce contexte, alors des conclusions importantes quels que soient les points de vue d'un certain nombre de personnes à la clientèle ou au regard des impératifs de rentabilité.

La rentabilité et l'intérêt national

En réalité, une fois que tous les ajustements aux compagnies de 1983 auront été faits — et on ne constatera pas ceci avant le rapport annuel de 1984 — nous nous attendons à ce que nos demandes de fonds publics se révèlent encore moins élevées.

Pour en planifier l'avenir, VIA a entrepris l'étude de ses services transconfinementaux de l'est et de l'ouest, qui permettra d'établir comment ces services historiques peuvent être modernisés pour desservir les marchés au plus bas prix de revient le plus possible.

Parallèlement à cette étude, en collaboration avec la Société Bombardier Inc., constructeur du matériel LRC, et l'UDC, société du gouvernement de l'Ontario qui se spécialise dans les systèmes de transport d'avant-garde, nous avons entrepris la mise au point d'un nouveau train, conçu pour desservir nos prototypes de l'est et de l'ouest dans l'heure à venir.

Canada et dans les provinces de l'Atlantique. L'étude portait bien aussi contre à l'espissse d'un nouveau véhicule destiné au rééquipement de nos grands trains transconfinamentaux. Nous visons la compatibilité entre nos trains de passagers à grande capacité et ceux des trains de marchandise.

Melilleure gestion des fonds

Meilleure gestion des fonds

qui s'adresse à tous les employés, et à pour but d'améliorer - d'une façon très personnelle - le service offert à nos clients. L'attitude de notre personnel en contact avec la clinique exerce une influence directe sur l'opinion que se font les gens de nos services et sur leur degré de satisfaction face à ces services.

Le point de vue de VIA

elle aventure.

Il faut la première comprendre l'examen le climat qui est toutefois de voyages. Nous devons cette période de transition entre deux saisons, au moment où nous nous voyagés au Canada au même de l'automne et l'hiver. Voyages au Canada au moment même de l'automne et l'hiver. Voyages au Canada au moment même de l'automne et l'hiver. Voyages au Canada au moment même de l'automne et l'hiver. Voyages au Canada au moment même de l'automne et l'hiver.

Opération de magasinage de cette grande valeur

Les routes, effrayerons-nous de les neutraliser si nous avançageons qui soit pour les services voyagieurs. Les routes procéder à autre chose qu'à une simple

l'usage de l'électricité, ces équipements de toutes ces années de l'efficacité, de l'énergie, de la sécurité, de la fiabilité des délais et du processus de modernisation qui facilite les échanges de connaissances et de technologies entre les deux pays.

service modéme, qu'ils considèrent cette modernisa-
tion nécessaire, et qu'ils sont prêts à en payer le prix.

hauter de ses attentes. Une étude conduite depuis huit mois indique largement que les Cadmiens veulent un meilleur de ses étudiants, il faut rendre les liaisons intermodales aussi attrayantes que possible. Nous assurons le transport de

du public, comme nous sommes bien placés pour constater sa déception lorsque nous ne sommes pas à la rendez-vous ensemble des services de transport plus accessibles. Pour attirer les usagers de l'automobile par- tager sa déception lorsque nous ne sommes pas à la rendre-t-il ensemble des services de transport plus accessibles. Pour attirer les usagers de l'automobile par-

Canada est un phénomène heureux aux yeux de la population chargée de la performance de la société. Il semble que l'appréciation de ce résultat soit assez forte dans les services extérieurs voilà deux semaines de l'équilibre régional. Mais l'équilibre régional n'est pas dans l'ensemble de la situation nationale.

Une importante modématisation dont doit être l'objet le service ferroviaire voyageurs national du Canada. L'unité nationale exige que les investissements soient佩uplies du Canada.

Le régime d'impôt sur le revenu pour les services non rentables dans les régions les moins développées de mode miser, dans l'aire métropolitaine, des

d'immobilisations là où se trouve concentrée la masse de notre trafic potentiel. Et puis il y a aussi la nécessité

President-directeur général VIA Rail Canada Inc.

Présente par Pierre A.H. Franche

La renaisissance des chemins de fer vauclusiens

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La rennaissance des chemins de fer voyageurs

Je crois vivement que les trains de voyageurs peuvent encore avoir un impact historique sur notre pays. Mais, à mon point de vue, leur développement devra toujours se faire sur une base d'affaires et tenir compte des imperatifs tangibles, plus diffuse. Je respecte les imperatifs de l'intérêt national dans la gestion des services ferroviaires voyageurs au Canada. Je crois pourtant que nous en retirerons tous une plus grande satisfaction, si les efforts de VIA s'inspirent aussi de cette mesure traditionnelle que sont les couts par rapport aux recettes. Nous prendrons de meilleures décisions et offrirons un meilleur service qui sera aussi plus économique. Nos clients seront plus satisfaits. La satisfaction des besoins des clients — et non pas l'exploitation des trains — voilà justement le genre d'affaires qui intéresse VIA.

VIA Rail Canada



le 31 mars 1984

VIA Rail Canada Inc.

Piètre A.H. Franche, président-directeur général
présente par

Exposé au Comité sénatorial permanent des
transports et des communications, dans le cadre
de son étude sur les services ferroviaires voyagieurs
offerts par VIA Rail Canada Inc.

La renaissance des chemins de fer voyageurs

